

**An Investigation of Flexible Work Arrangements:
*A Case of Software Development companies in Sri Lanka***

**MASTER OF BUSINESS ADMINISTRATION
IN
MANAGEMENT OF TECHNOLOGY**



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By

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The Dissertation was submitted to the Department of Management of Technology/ Computer Science & Engineering of the University of Moratuwa in partial fulfillment of the requirement for the Degree of Master of Business Administration.

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Table of Content

Abbreviation	I
List of Tables	II
Acknowledgement	IV
Declaration	V
Abstract	VI
Chapter One	1 - 8
1.1 Background of the Study	1
1.2 Problem Identification	4
1.3 Objective of the Study	5
1.4 Significance of the study	6
1.5 Chapter Outline	7
1.6 Chapter Summary	8
Chapter Two	9 - 14
2.1 Introduction	9
2.2 Identifying the reality	9
2.3 Balancing Work and Family Life	12
2.4 Employee Reaction to Flexible Working Schedule/Hours	13
2.5 Power behind Casual Dress Code	14
Chapter Three	16 - 19
3.1 Introduction	16
3.2 Framework Of the Study	16
3.3 Hypothesis	17
3.4 Populations and Samples	17
3.5 Methods of Data Collection	18
3.6 Methods of Data Analysis	18
3.7 Chapter Summary	19



Chapter Four **20 - 42**

4.1 Introduction	20
4.2 Existence of FWH	20
4.3 Hypothesis Test 1	22
4.4 Attitudes Towards FWH	22
4.4.1. Hypothesis Test 2	25
4.4.2. Hypothesis Test 3	28
4.5 Operational Flexibility Provided by FWA	30
4.6 CDC In Sri Lankan Software Development Companies	33
4.7 Attitudes of Employees Towards CDC	34
4.8 Chapter Summary	42

Chapter Five **43 - 55**

5.1 Introduction	43
5.2 Other conclusions	43
5.3 Strategies To Implement FWA	49
5.4 Cost of FWA	53
5.5 Encouraging FWA in Local Software Development Companies	54
5.6 A Way Forward	55



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References **56**

Appendix **58**

ABBREVIATION

ACS - Australian Computer Society

BOI - Board of Investment

FWA – Flexible Working Arrangements

FWH - Flexible Working Hours

CDC – Casual Dress Code

CMM – Capability Maturity Model

EDB - Export Development Board

LCC – Landon Chamber of Commerce

ICTA – Information & Communication Technology Agency

SEA – Software Exporters Association

ICT - Information & Communication Technology

HR – Human Resources



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LIST OF TABLES

Table	Page No
Table 4.1 - Flexible Hours Exist –Employees	20
Table 4.2 - Marital Statuses of Employees	21
Table 4.3 - Flexible Hours Exist * Number of Employees	21
Table 4.4 - Positive Attitudes towards Flexible Working Hours – Gender	23
Table 4.5 - Negative Attitudes towards Flexible Working Hours – Gender	24
Table 4.6 - Positive Attitudes towards Flexible Working Hours – Marital Status	26
Table 4.7 - Negative Attitudes towards Flexible Working Hours – Marital Status	27
Table 4.8 – Reluctant to Change current Employer due to FWH	28
Table 4.9 – Consider FWA When Changing the Current Employer	29
Table 4.10 – Barriers to Implement FWA	30
Table 4.11 – Operational Flexibility In FWH	31
Table 4.12 – Existence of CDC	33
Table 4.13 – Gender Representation of Employees	33
Table 4.14 - Casual Dress Code * Number of Employees	34
Table 4.15 - Positive Attitudes towards Casual Dress Code – Gender Wise	35
Table 4.16 - Negative Attitudes towards Casual Dress Code – Gender Wise	36
Table 4.17 - CDC makes reluctance to change the employer	37
Table 4.18 - Consider CDC when changing the employer	37
Table 4.19 - Barriers to Implement Casual Dress Code – Employees view	38
Table 4.20 - Preference for CDC, Years of Service wise classification	39

Table 4.21 - Operational Flexibility provided by Casual Dress Code (CDC)	40
Table 5.1 - Supporting Systems to Implement FWA	51
Appendix A Table 1 - Questions In the Questionnaire -A	58
Appendix A Table 2 - Questions In the Questionnaire -B	59
Appendix A Table 3- Questions In the Questionnaire -C	60
Appendix A Table 4 - Questions In the Questionnaire -D	61
Appendix A Table 5- Questions In the Questionnaire -E	62
Appendix A Table 6 - Questions In the Questionnaire -F	63
Appendix A Table 7 - Questions In the Questionnaire -G	64
Appendix A Table 8 - Questions In the Questionnaire -H	65
Appendix A Table 6 - Questions In the Questionnaire –I	65
Appendix A Table 7 - Questions In the Questionnaire –J	66
Appendix A Table 8 - Questions In the Questionnaire –K	67

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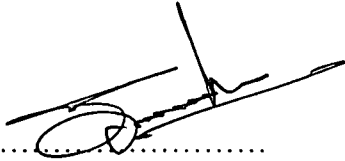
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Dr. Vathsala Wickramasinghe

Supervisor

ABSTRACT

Even though Flexible Working Hours (FWH) and Casual Dress Code (CDC) are new terms in the local industry jargon, it is not so for the Sri Lankan software development companies. This study focuses on FWA in local software development companies and presents findings related to FWA and CDC.

This study reveals that FWA can attract prospective employees for an organization but they cannot be used as a strategy to retain the employees within the organization. The study also showed that FWA are more common in large Sri Lankan software development companies than in small companies.

Most of the employees, regardless of gender differences, believe that FWA help to reduce stress, balance work and both family life and social life. More female employees believed that FWA help them to continue their studies than male employees. Married employees more than unmarried employees too believe likewise.



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The study provides sufficient evidence to accept that CDC is more widely implemented in large software development companies than in small companies. Many employees report that CDC had given them a homely feeling but the majority was reluctant to accept that CDC can motivate them and make them committed to their work.

Employees identified several barriers to implementing FWH and CDC in Sri Lankan software development companies. Those barriers are described in the report with the necessary supporting evidence.

The report concludes with some suggestions for implementing an effective Flexible Working Arrangements in local software development companies. This strategy consists of ten phases that address most of the critical concerns.